



College Station Medical District Master Plan

October 18, 2011

Schrickel, Rollins and Associates, Inc.

Townscape, Inc.

Leland Consulting Group

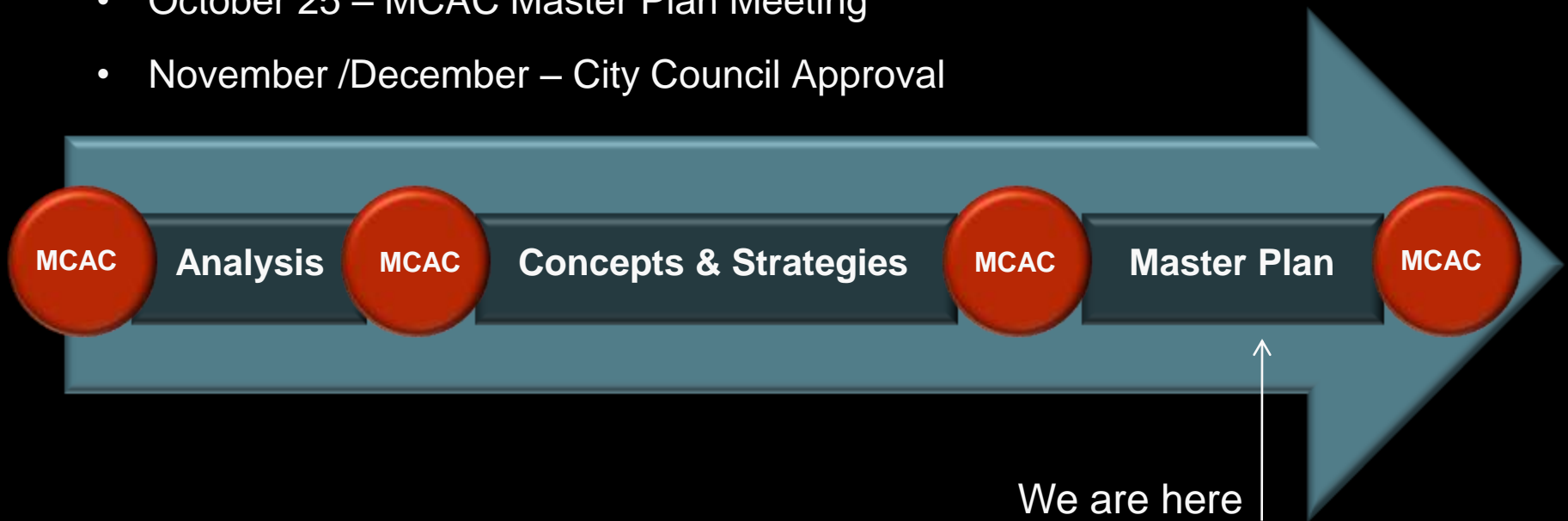
Agenda

1. Review of Work Plan
2. Development Concept
3. Land Use Implementation
4. Market Analysis
5. Implementation Strategies
6. Q&A



Work Plan

- February 17 – MCAC Kickoff Meeting
- March 29 – Stakeholder Interviews
- May 10 – MCAC Analysis Meeting
- July 12 – MCAC Concepts and Strategies Meeting
- **October 18 – Property Owners Meeting**
- October 25 – MCAC Master Plan Meeting
- November /December – City Council Approval



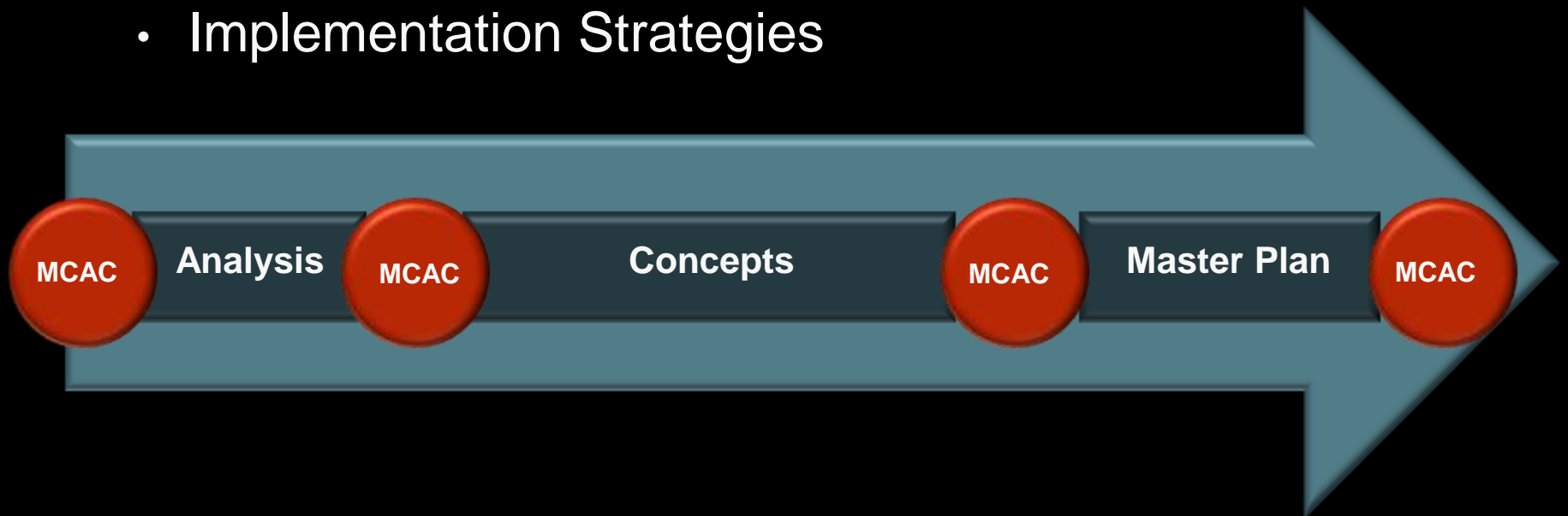
Site Analysis

- Land Use
- Infrastructure
- Circulation Patterns
- Natural Features
- Visual Quality Issues
- Safety Issues
- Opportunities and Constraints



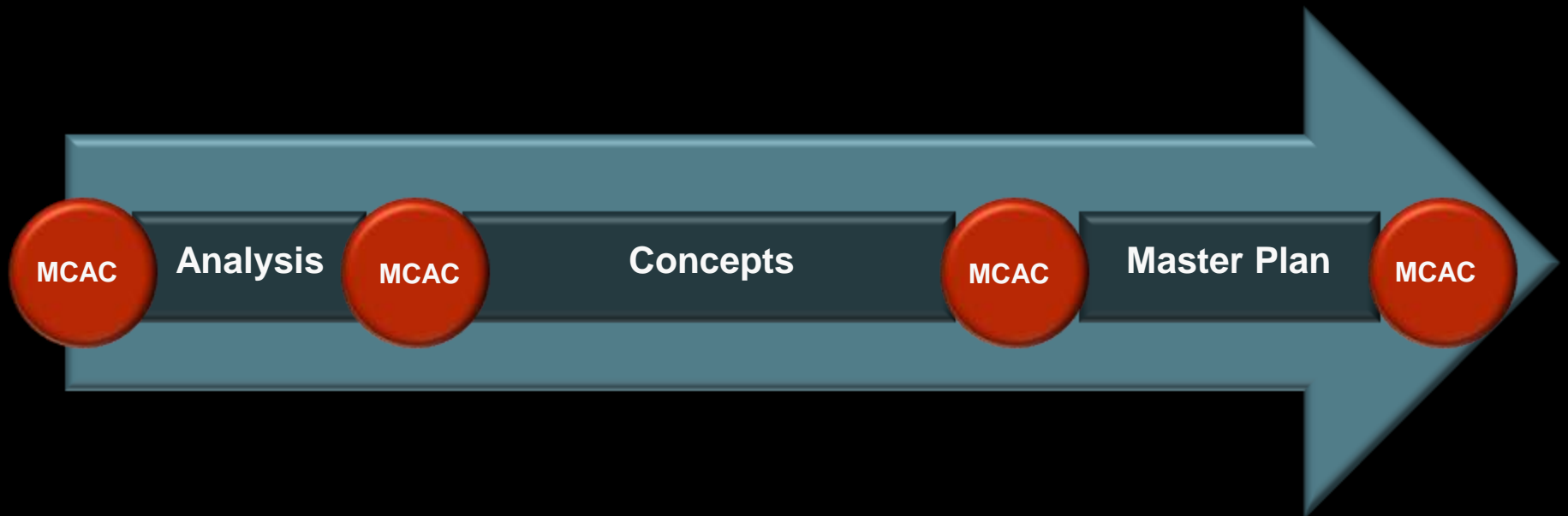
Concepts

- Land Uses
- Identity Creation
- Gateways and Landmarks
- Streetscape Enhancements
- Open Spaces
- Implementation Strategies



Master Plan

- Design Standards and Guidelines
- Market Analysis
- Implementation Strategies



Stakeholder Input

- Support for a medical district
- Paying for the medical district development
- Need for senior housing

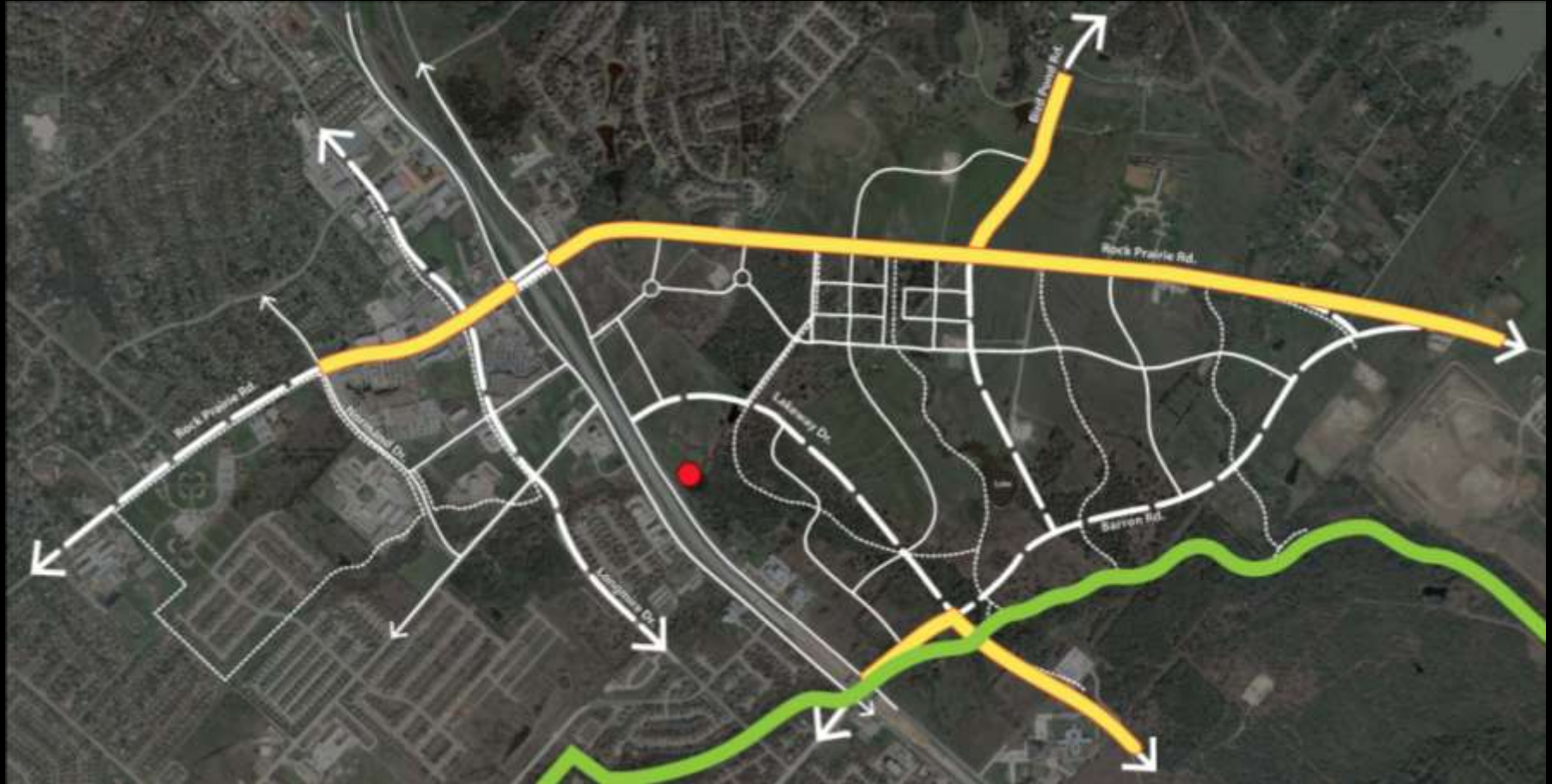


Stakeholder Input

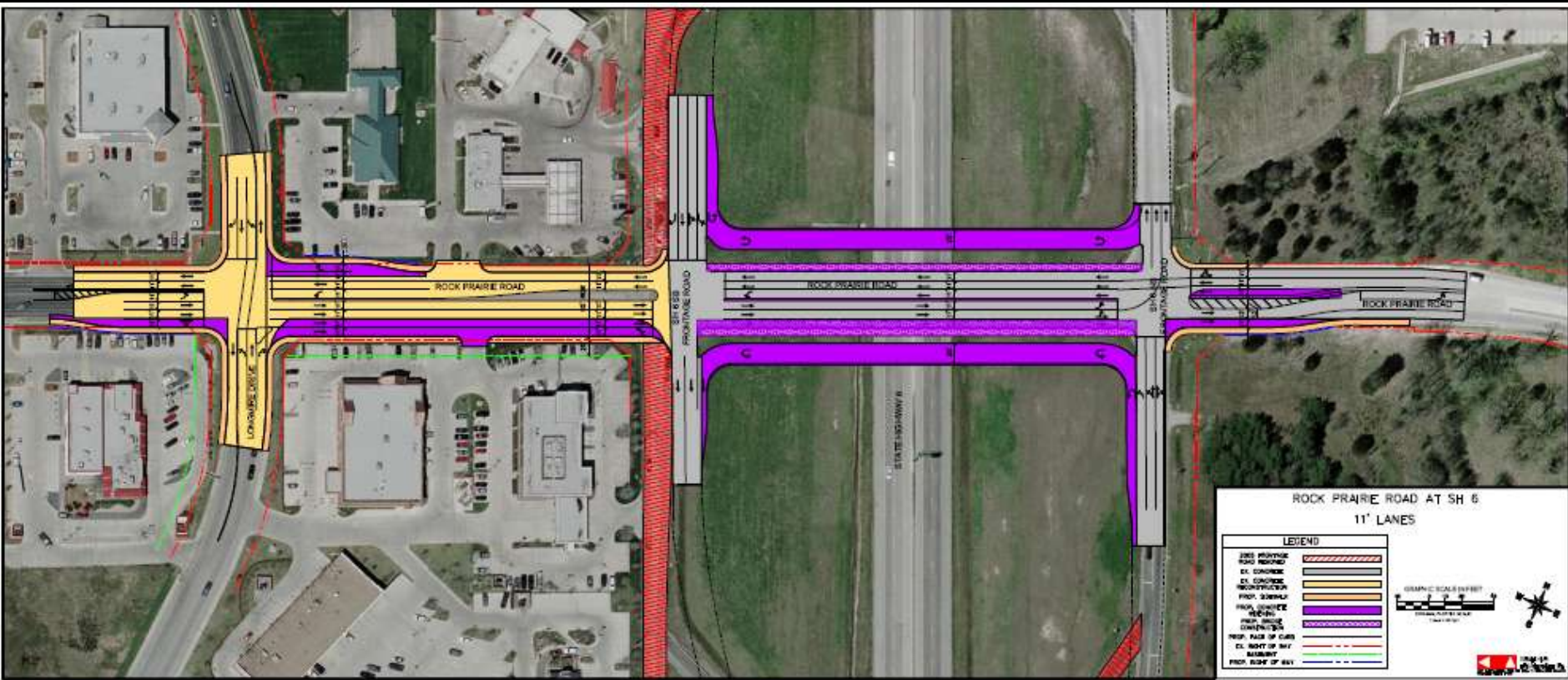
- Improve pedestrian environment
- Improve transportation system



CIP Projects



Rock Prairie Road Bridge Project



Development Concept



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This map illustrates the Rock Prairie Road corridor, highlighting key development zones and transit opportunities. The map features several red circles and arrows indicating specific areas of interest and transit routes. Key landmarks include Southwood Valley Elementary, Cypress Grove Elementary, and various parks such as Southwood Park and Cypress Grove Park. The map also shows the intersection of Rock Prairie Road with Longmire Dr. and the presence of a transit station near the intersection. The map is color-coded to show different types of land use and development zones, with green areas representing parks and open space, and yellow and orange areas representing commercial and residential development zones. The map includes a legend in the bottom right corner, which defines the symbols used for transit stations, transit corridors, and development zones.

Two 10-minute walking radii suggest viability of compact district concept.

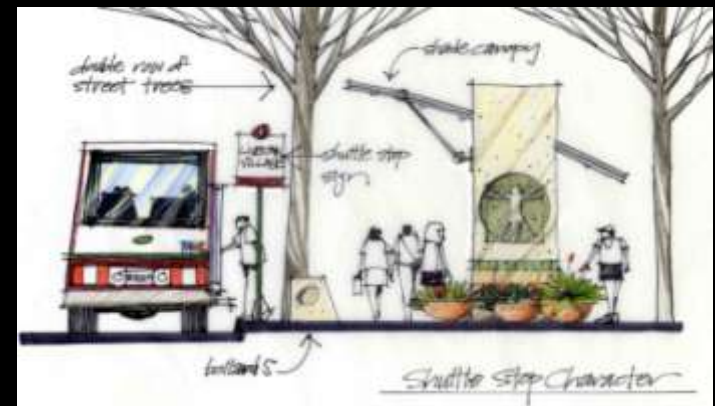
Guiding Principles

1. **Create a distinctive Medical District identity that builds on a *Healthy Community* theme and unifies the area, attracting a super-regional market**
 - Create a distinctive “sense of place”
 - Allow for identity elements to be utilized in satellite locations
2. **Integrate parks, open space and trails into development to support the Health theme**
 - Provide opportunities for exercise and non-motorized circulation
3. **Create pedestrian-oriented centers on both sides of Hwy 6**
 - Well connected with pedestrians, cyclists, cars and transit
4. **Provide for a mix of land uses:**
 - Expansion of medically oriented services
 - A range of housing and lifestyle opportunities
 - Retail and service support
 - Recreation and fitness
5. **Design for visual richness and sustainability in terms of street, parcel and building design**
 - Manage parking so that it supports and doesn't dominate the environment
 - Make streets interconnected and desirable for pedestrians, bicyclists and drivers

1. Create a distinctive Medical District identity that builds on a *Healthy Community* theme



- Create a distinctive “sense of place”
- Unify the area, attracting a super-regional market



2. Integrate parks, open space and trails into development to support the *Healthy* theme



3. Create pedestrian-oriented centers on both sides of Hwy 6



Ensure generous connections for pedestrians, cyclists, cars and transit



4. Provide a mix of land uses



- Expansion of medically oriented services
- A range of housing and lifestyle opportunities
- Retail and service support
- Recreation and fitness

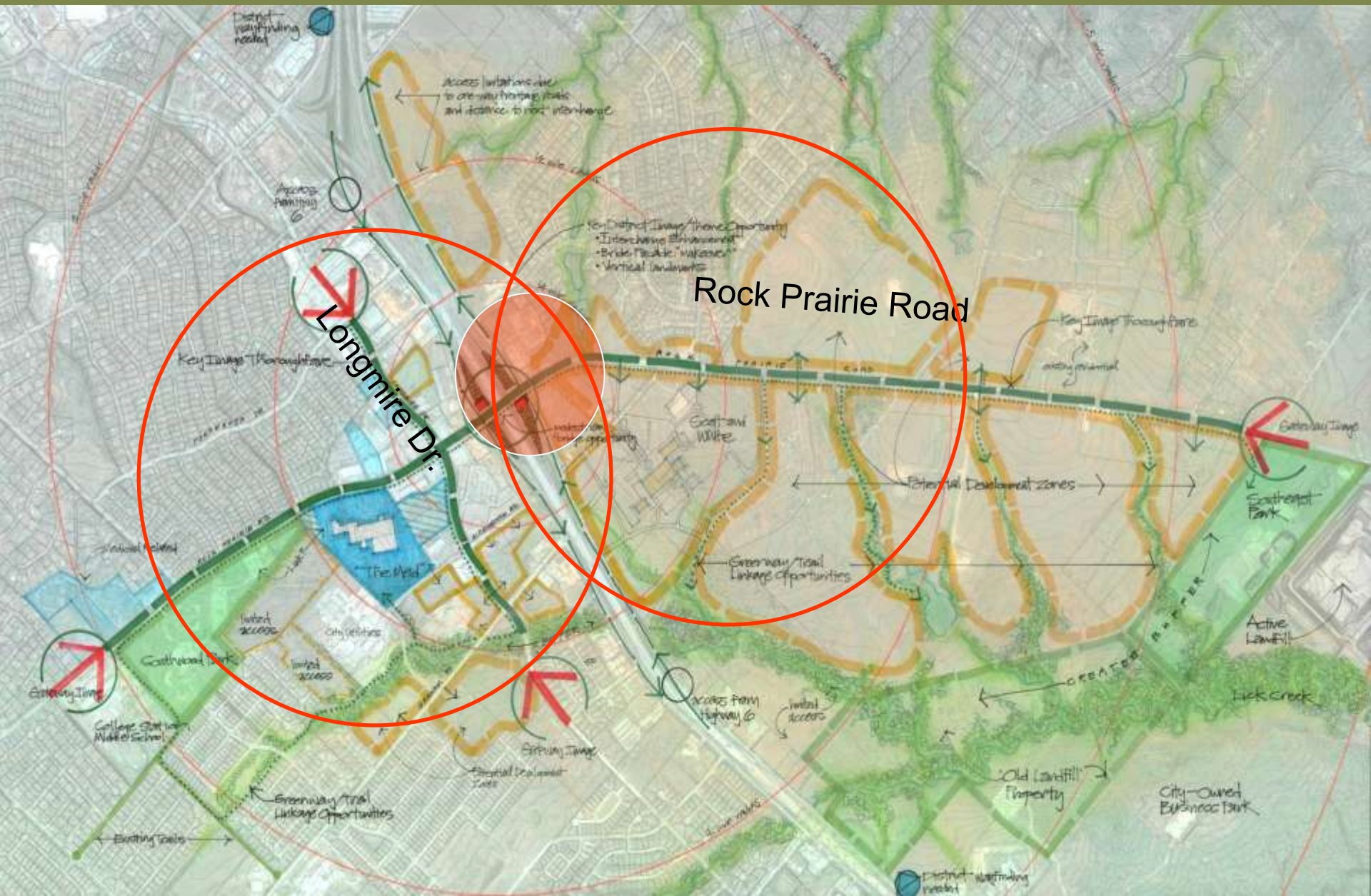


5. Design for visual richness and sustainability in terms of street, parcel and building design

- Manage parking so that it supports and doesn't dominate the environment
- Make streets interconnected and desirable for pedestrians, bicyclists and drivers
- Encourage public art and civic design



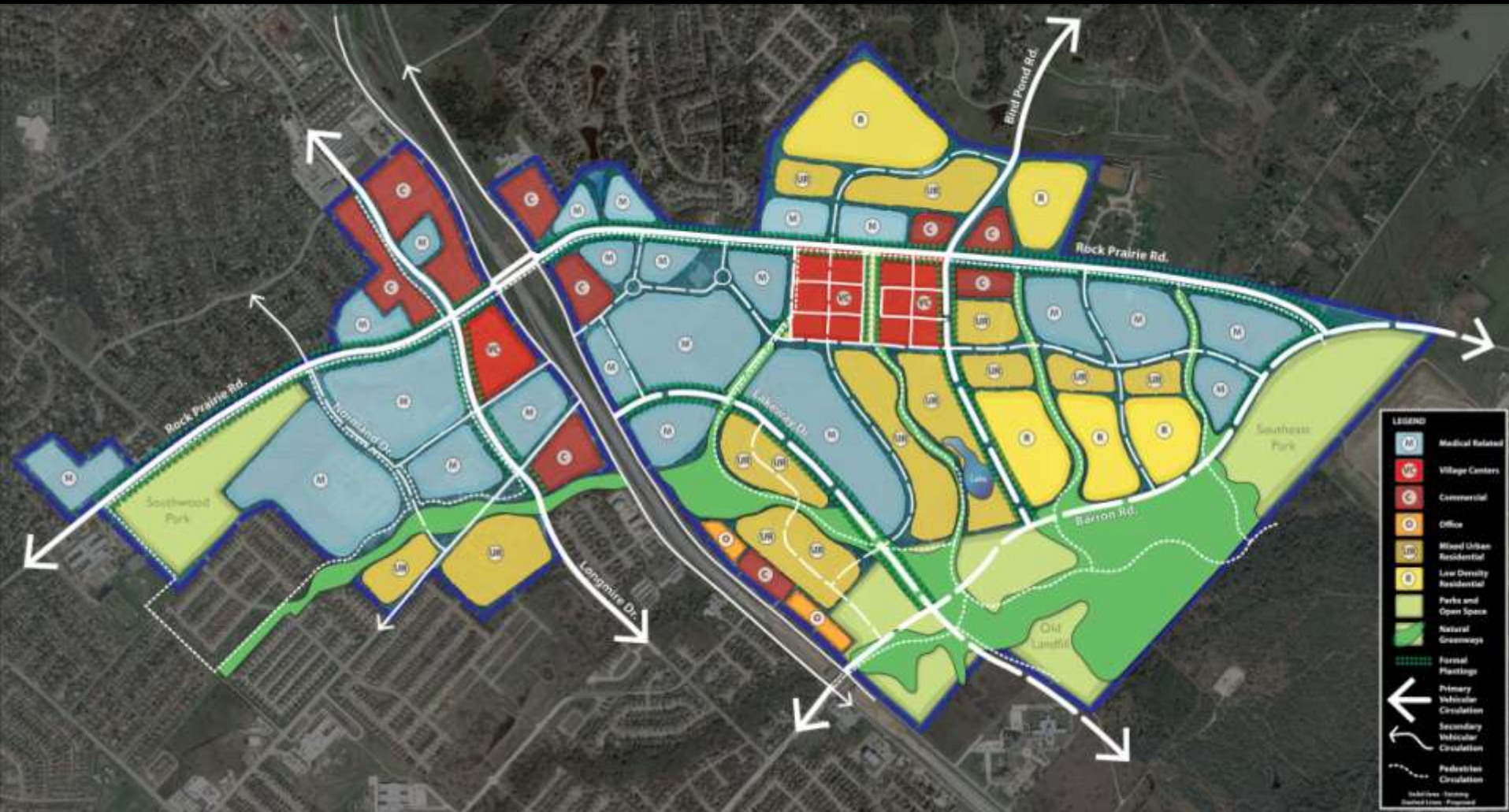
Key Site Observations



Framework



Land Use Concept



Land Use Categories



Land Use Categories

Medical-Related: Intended to provide a concentration of medical-related uses including labs, professional offices, pharmacies and others which will provide a full range of support uses for medical activities. It should also be pedestrian-friendly.

Uses include: All Medical Services, Rehabilitation, Sports Medicine, Psychiatric, Laboratories, Pharmacies, Senior Housing, Assisted Living, Hotels, Education.



Village Centers

Village Centers: Intended to provide a mixture of retail and residential uses, possibly with supporting offices in a very pedestrian and bicycle -friendly environment.

Uses include: Retail, Office, Urban Residential, Restaurants, Medical-Related (no major facilities), Hotel



Commercial



Commercial: This is targeted for sites primarily along Rock Prairie and Longmire to provide more professional office space and services

Uses include: Professional office, retail, personal service, medical related, Hotel and other similar uses



Urban Residential

Urban Residential: This is a neighborhood adjacent to Medical-related facilities and the Village Center which is fairly high density and very pedestrian and bicycle-friendly. It should contain a variety of residential types and sizes.

Uses include: Townhome, Live-Work, Loft, Apartment, Independent Living, Assisted Living, Hotel





Low Density Residential

Low Density Residential: This is an area of low density single family lots which will provide a buffer and transition to existing single family neighborhoods north of Rock Prairie Rd. east of Hwy 6. It may also be used to provide a limited amount of low density residential south of Rock Prairie adjacent to Barron Rd. in order to ensure a mixture of residential unit types.



Uses include: Minimum 5,000 s.f. lot single family (adjacent zoning is R-1, also min 5,000 s.f.)



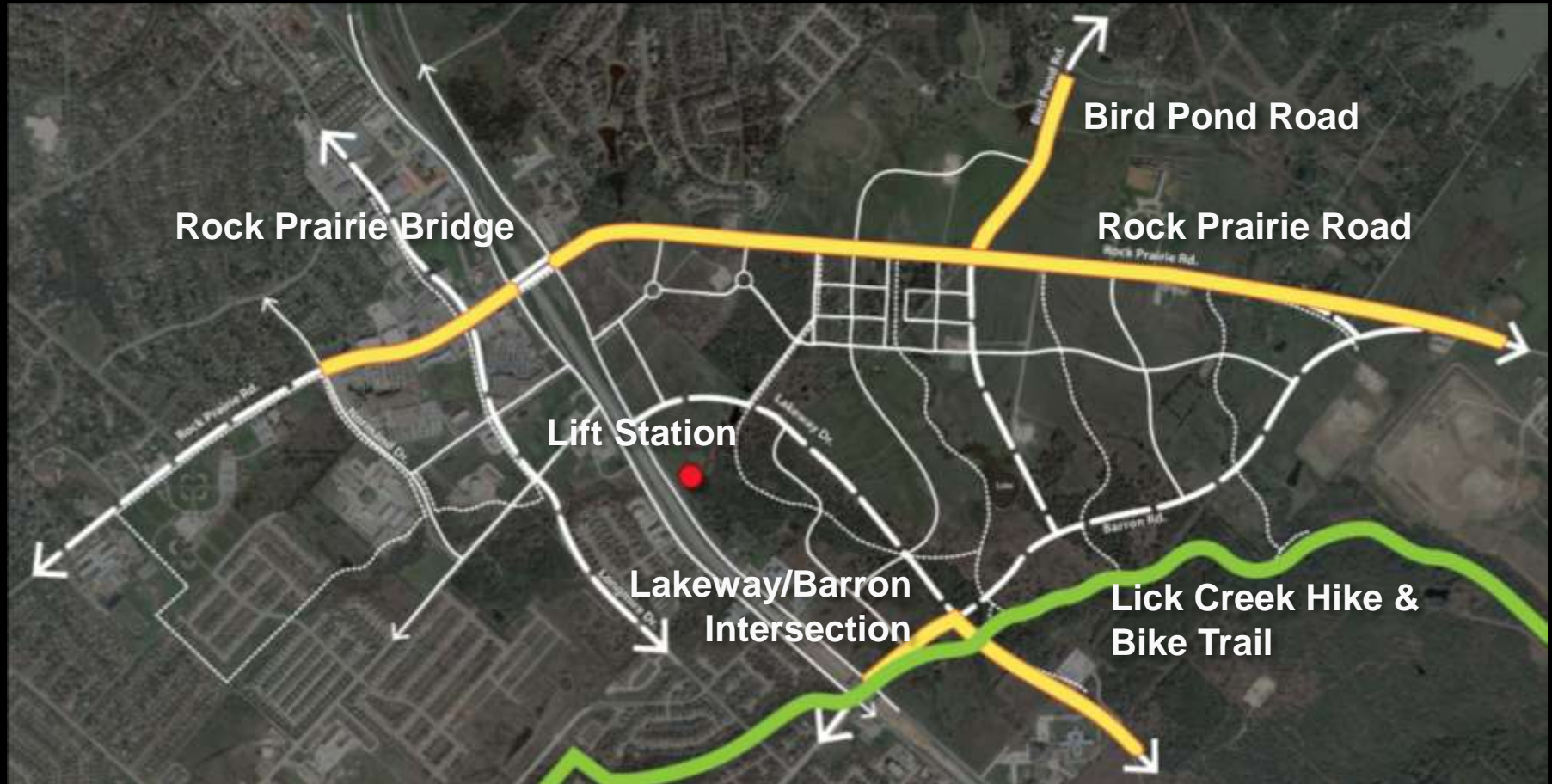
Infrastructure Concept



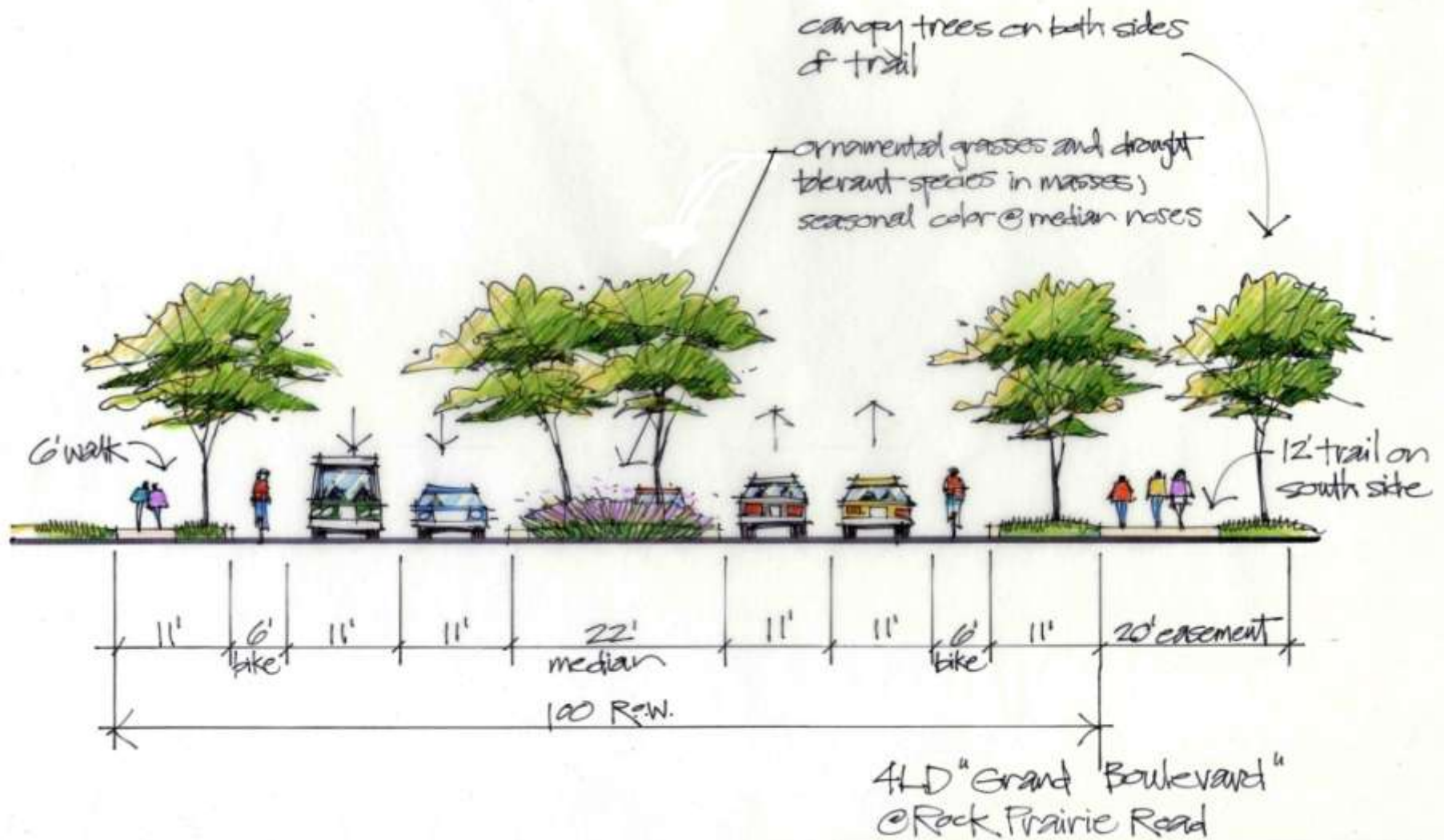
Infrastructure Concept



Planned Infrastructure Improvements



Infrastructure Concepts

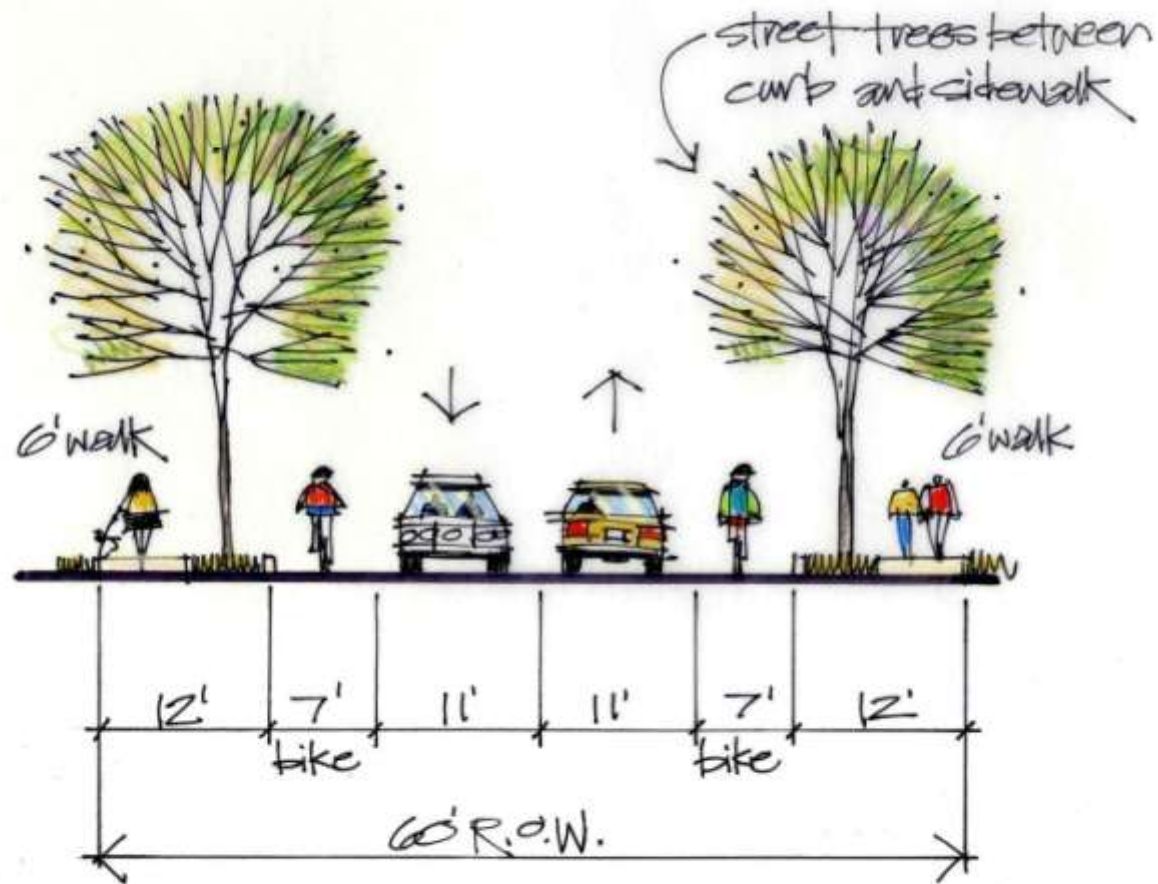


Infrastructure Concepts

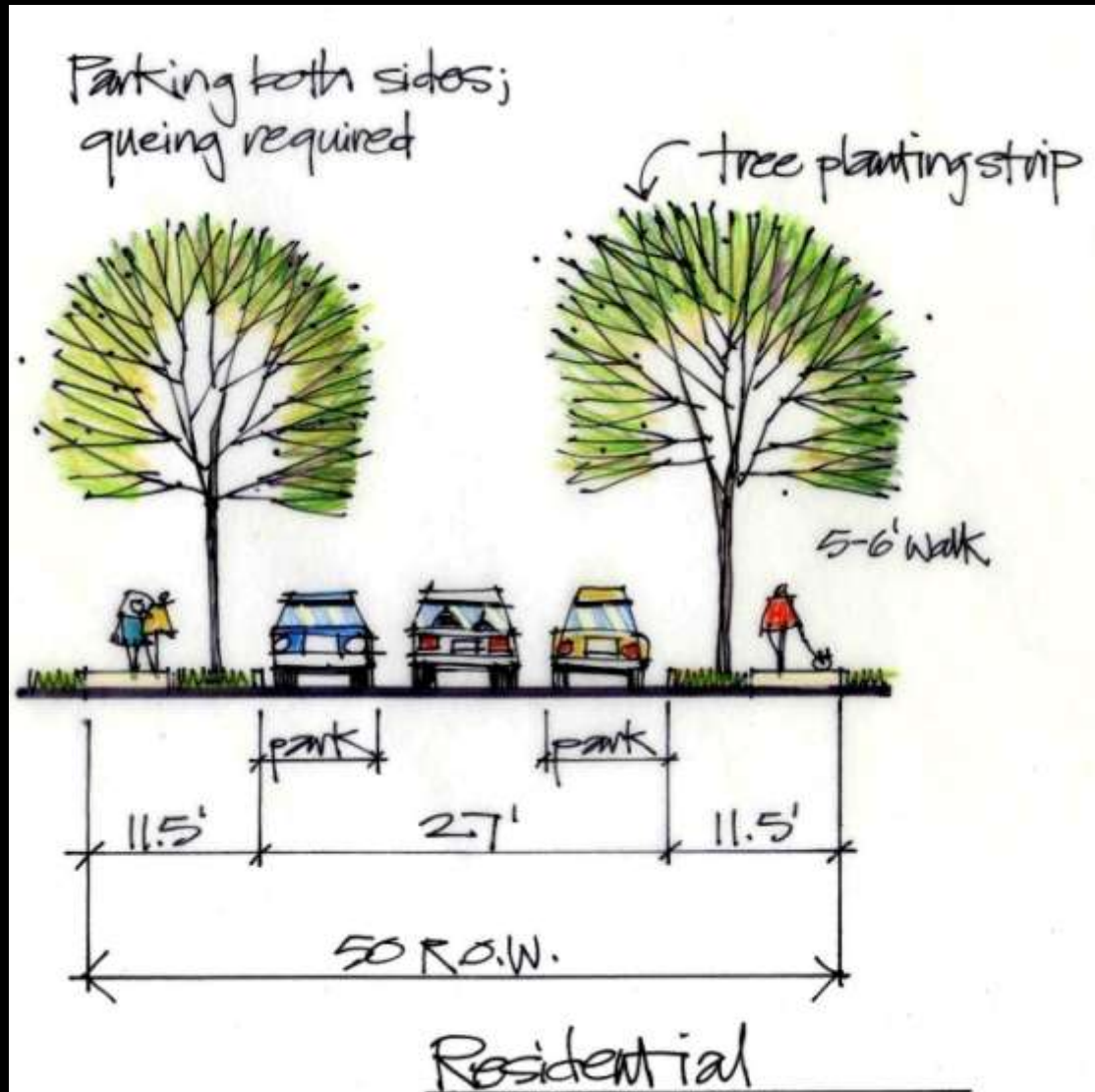
* Lane widths, street tree placement contributes to traffic calming



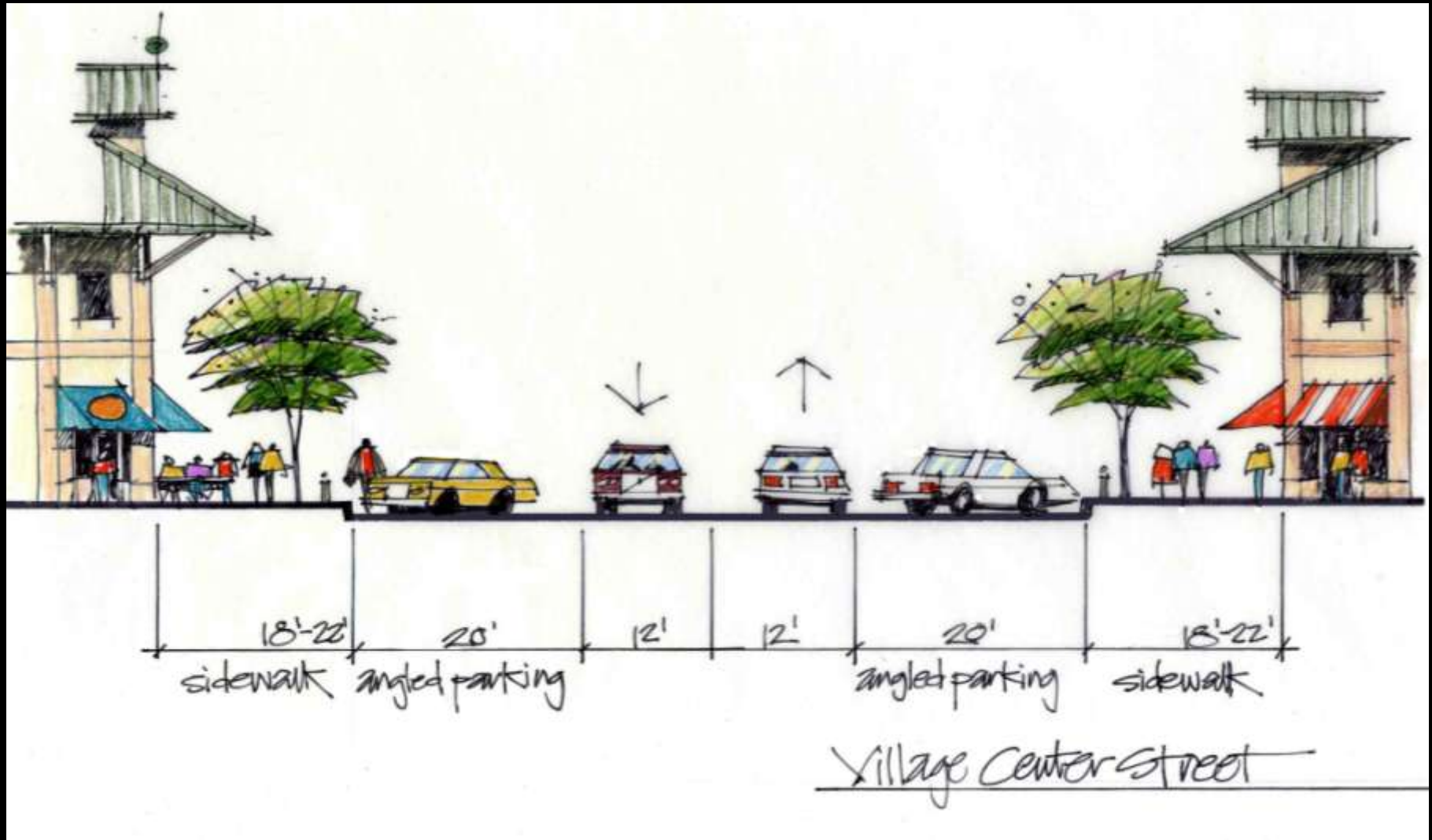
Infrastructure Concepts



2LU Minor Collector



Infrastructure Concepts



Identity Concepts



Identity Concepts

Examples of Branding Names/Themes

- College Station Medical District
- Live Oak Medical District
- Greenway Medical District
- Rock Prairie Medical District
- Others?

Identity Concepts

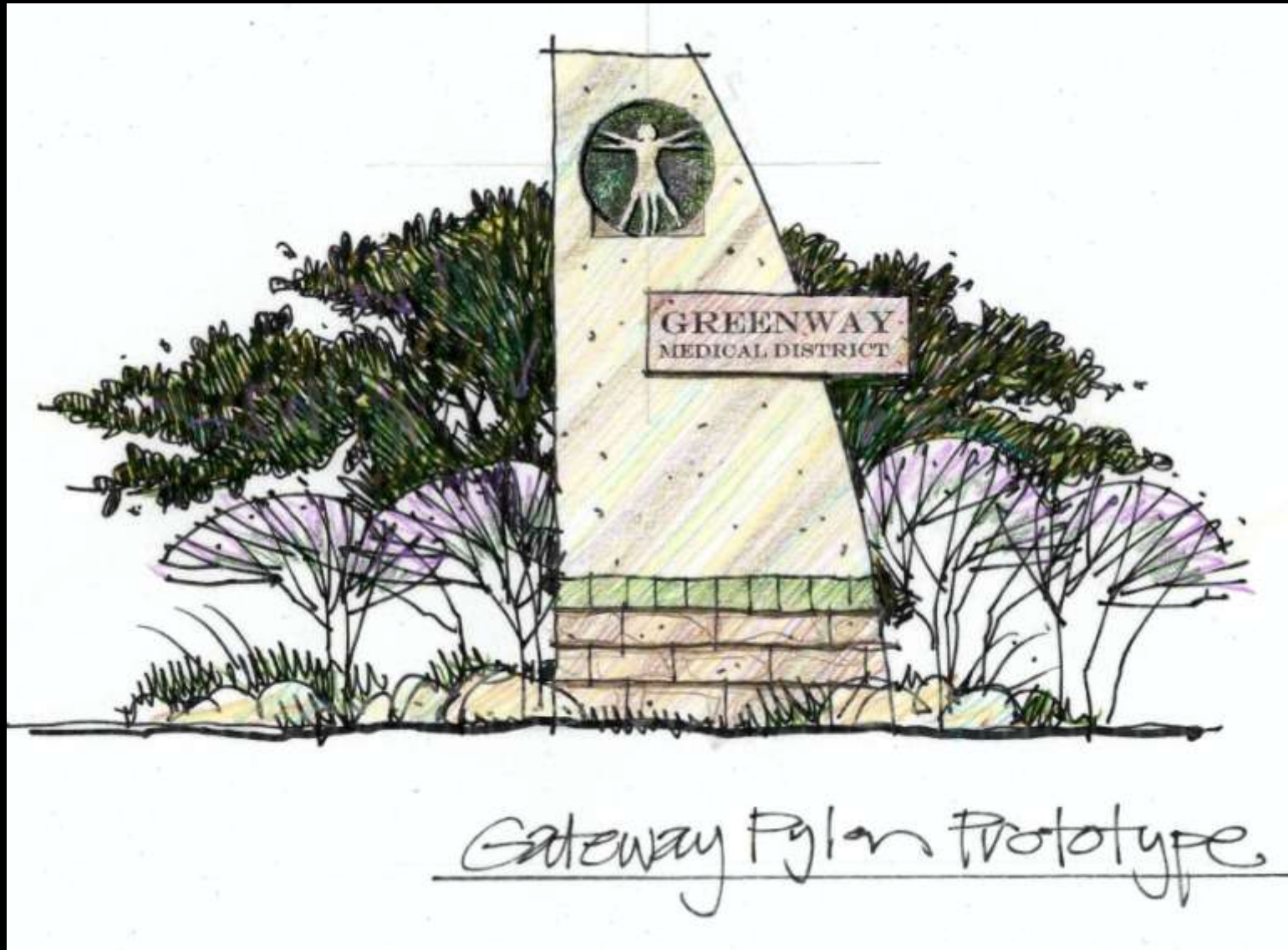


LIVE OAK
MEDICAL DISTRICT



GREENWAY
MEDICAL DISTRICT

Identity Concepts



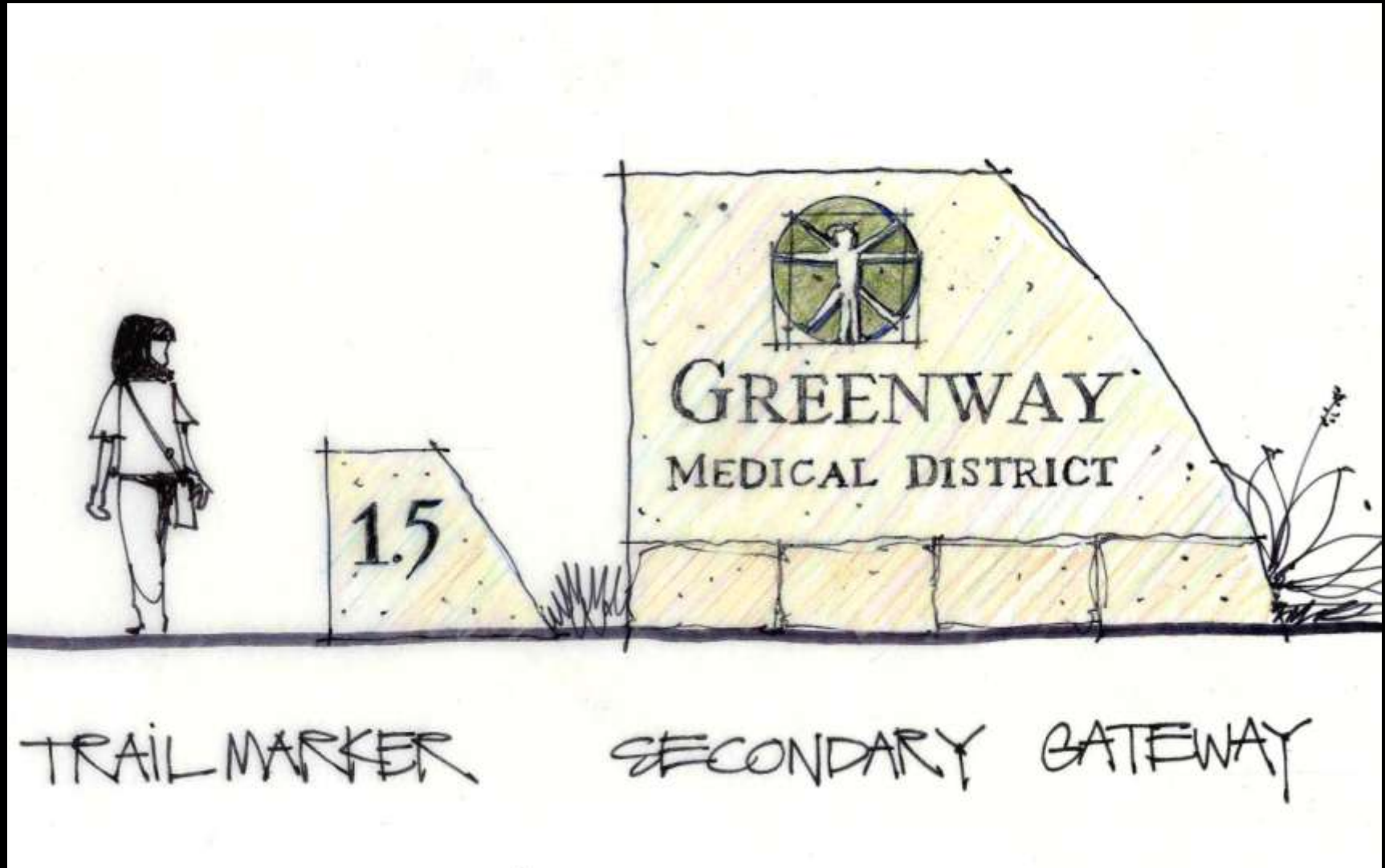
Identity Concepts



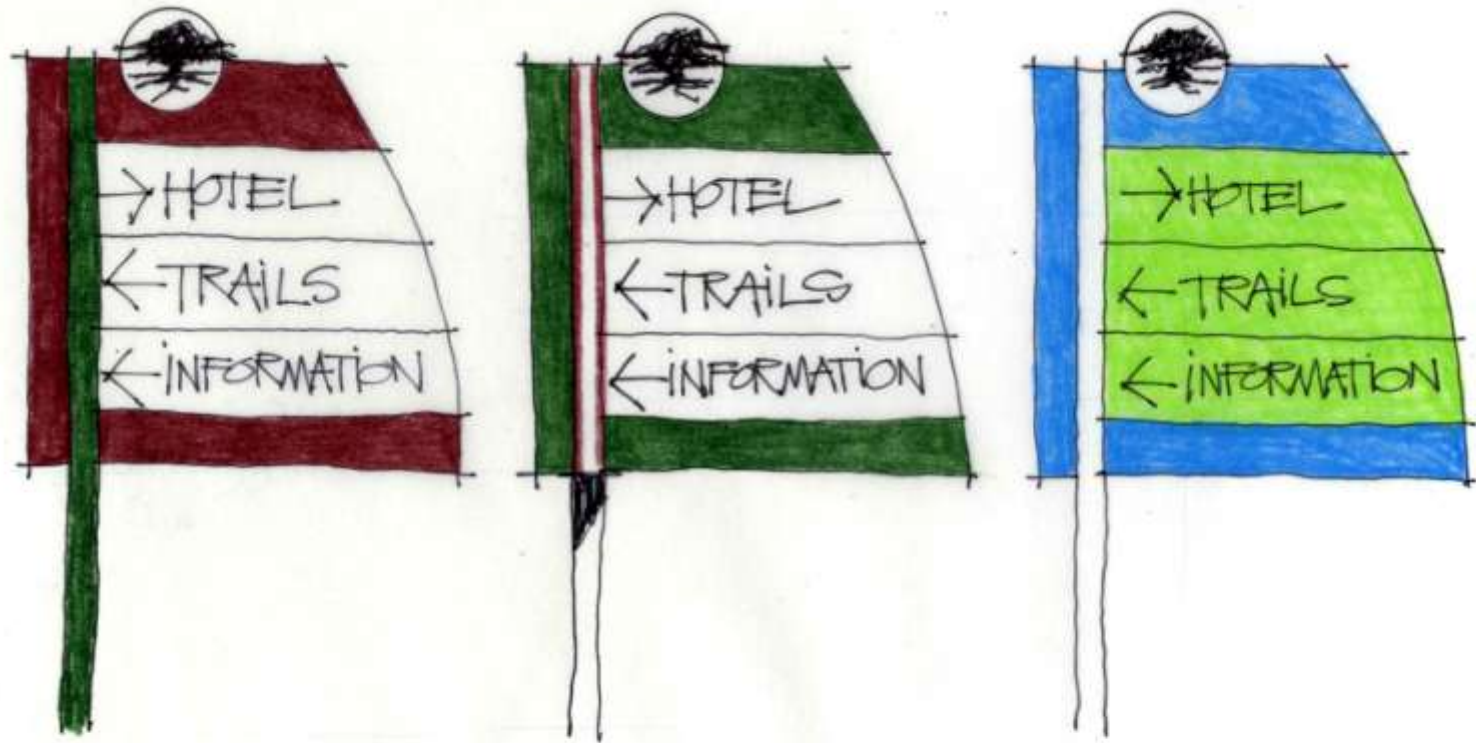
Identity Concepts



Identity Concepts

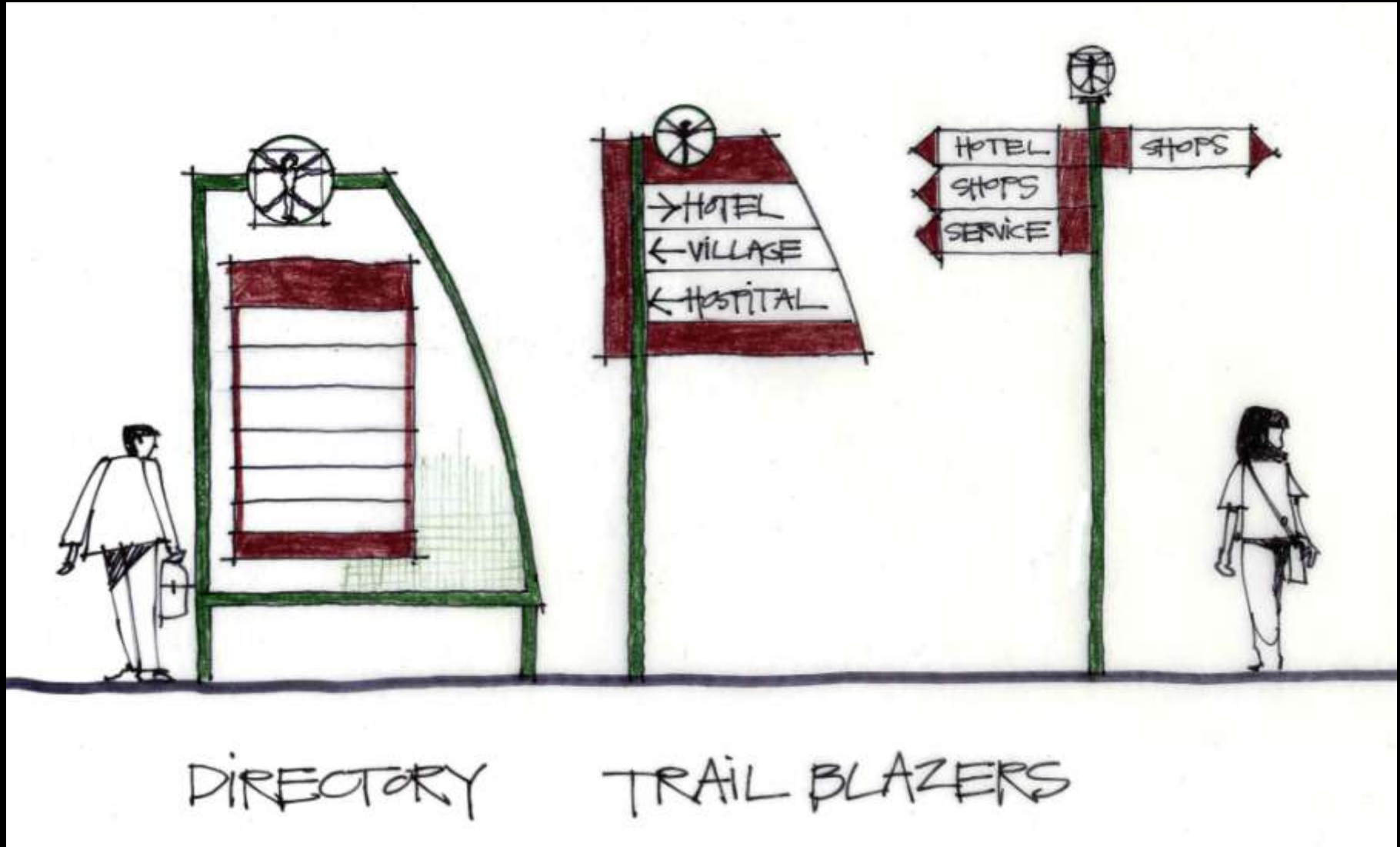


Identity Concepts

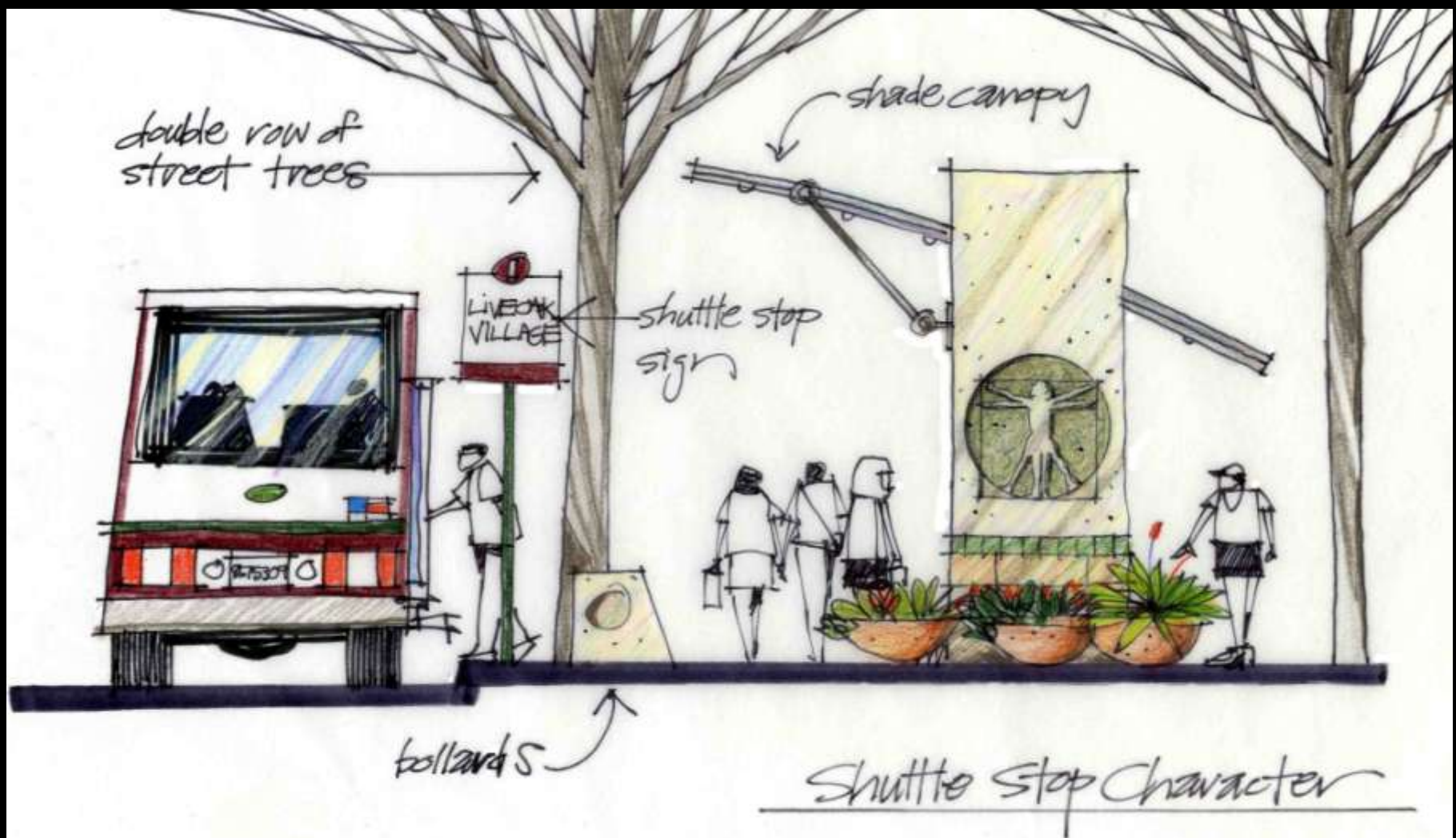


Color Scheme Prototype Sketches

Identity Concepts



Identity Concepts



Land Use Implementation



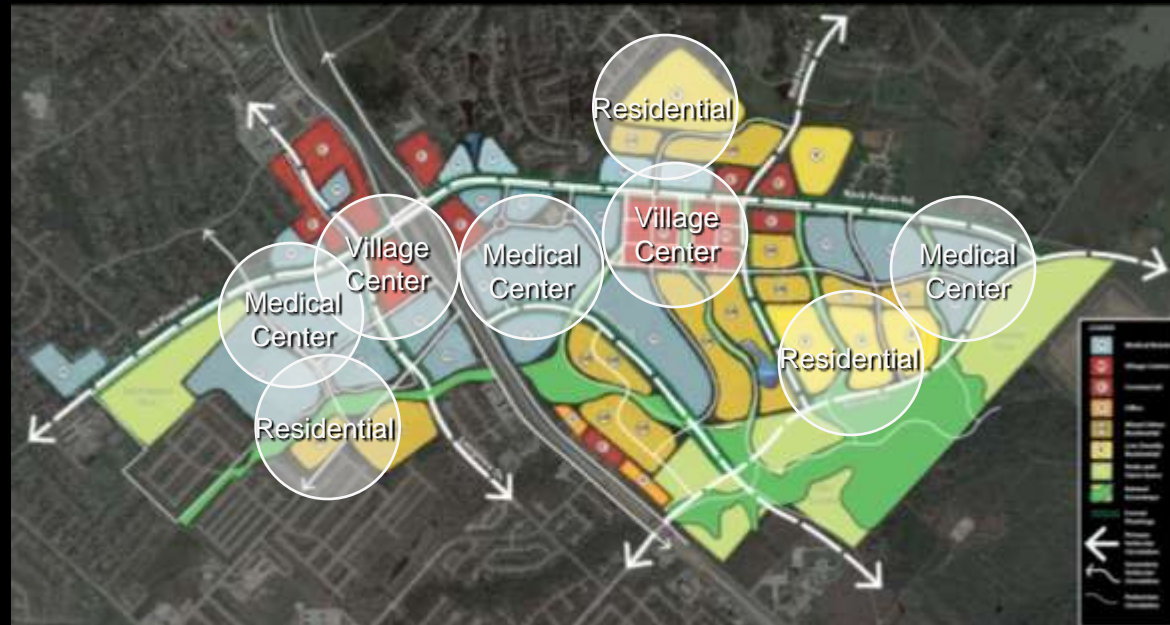
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Land Use Strategy

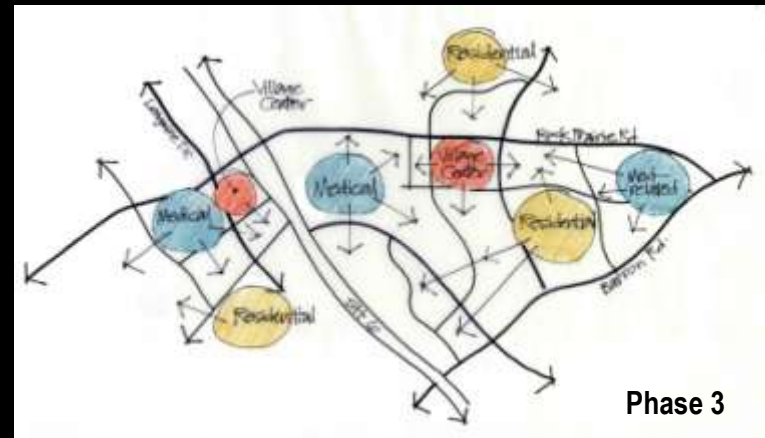
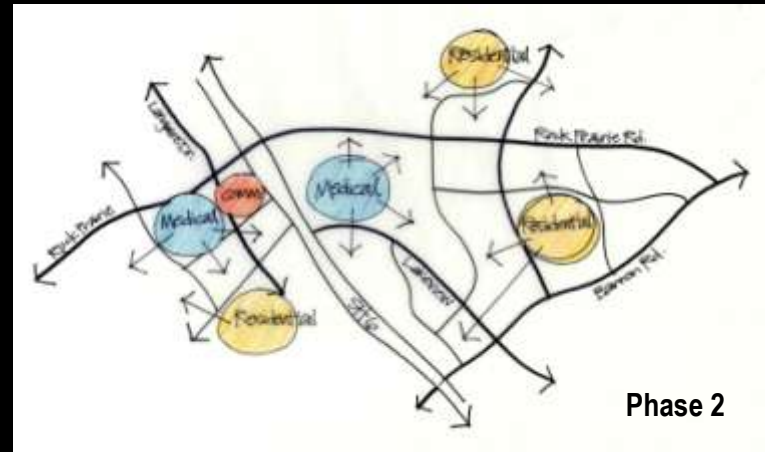
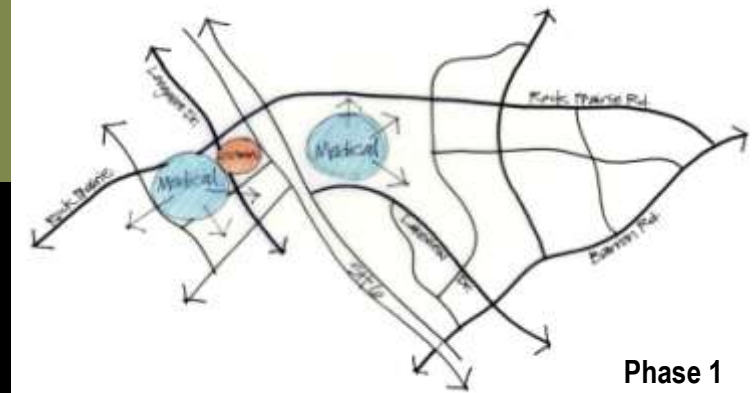
1. Establish Core Land Use Areas. With the framework plan of streets and open space established, the “Core” areas should be established—

- The Medical Center (the Med)
- Westside Neighborhood Center
- Scott and White Hospital
- The Village Center
- Residential Areas



Land Use Strategy

2. **Growth of Uses Based on Demand.** Allow the Core areas to grow outward based on market demand



Land Use Strategy

3. **Create Density.** Promote walking, cycling and transit, as well as easy access to shopping, dining, services and amenities
4. **Encourage Mixed Use.** Allow for a reasonable mixture of uses in all areas except the Core residential areas



Land Use Strategy

5. Residential Mix

Ensure a mixture of residential unit types and sizes throughout the Medical District to provide housing for a person's full life cycle – families with children, young adults, young married couples, empty nesters, seniors, and those who are handicapped with age or illness.

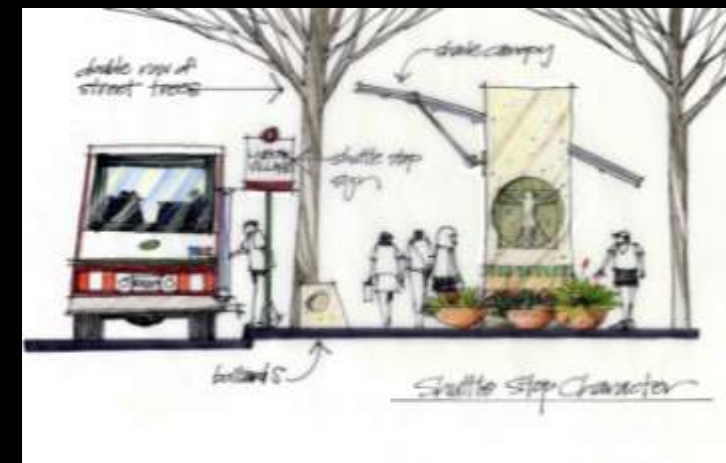
6. Age Restrictions

Some residential should be age-restricted to avoid dominance of university students.



Implementation

1. **CIP Projects** can reinforce the identity of this special district.
2. **TIF District** can help fund street and trail infrastructure and provide seed funding for transit.
3. **Special District for Maintenance** can help fund signage and local transit.
4. **Form-Based Code** will enable all developments – large and small – to contribute to the distinct character and quality of the district.



Development Guidelines

1. Form-Based Code

- Based on a “Framework Plan” – Provides a predictable outcome similar to a master-developer
- Reflect timeless principles of successful “placemaking”
- Approvals for complex projects can be streamlined



2. Buildings

- **Materials** – solid, enduring materials requiring little maintenance
- Height: Generally 3-7 stories in height in order to frame the streetscape, capitalize on amenities, encourage pedestrianization, make efficient use of the land and support local transit. Low Density Residential – 1-3 stories
- **Building Character:** Central Texas traditions in terms of materials and articulation.
- **Energy Efficiency:** LEED Silver



3. **Site Layout.** Building and parking layout greatly affect the visual and functional character of an area.

- **Building Orientation:** Orient to a shaded sidewalk for ease of access by pedestrians, to easily find services, and to enclose the public realm.

Buildings adjacent to trails and open space should front on to those amenities to take advantage of the value creation opportunities and to provide “eyes on the sidewalk” security.

- **Parking:** Parking should be located toward the center of a block and largely screened from streets and pathways. It should be easily accessible, but not dominate the image of the development or the district.



4. **Public Open Space and Trails.** Public open space and trails are an important source of transportation (or conveyance), recreation, exercise, amenity and value creation for the district, and is central to the theme of *Healthfulness*.
5. **Environmental.** Shade can significantly reduce energy cost and increase the level of comfort for people who are walking, jogging and exercising outside. (Shading of paved areas lowers the surface temperature by 40 degrees and the ambient temperature by 7-11 degrees.)

All sidewalks and trails should be well planted with shade trees; and surface parking areas should also be planted with canopy trees that shade and cool those asphalt and concrete surfaces.



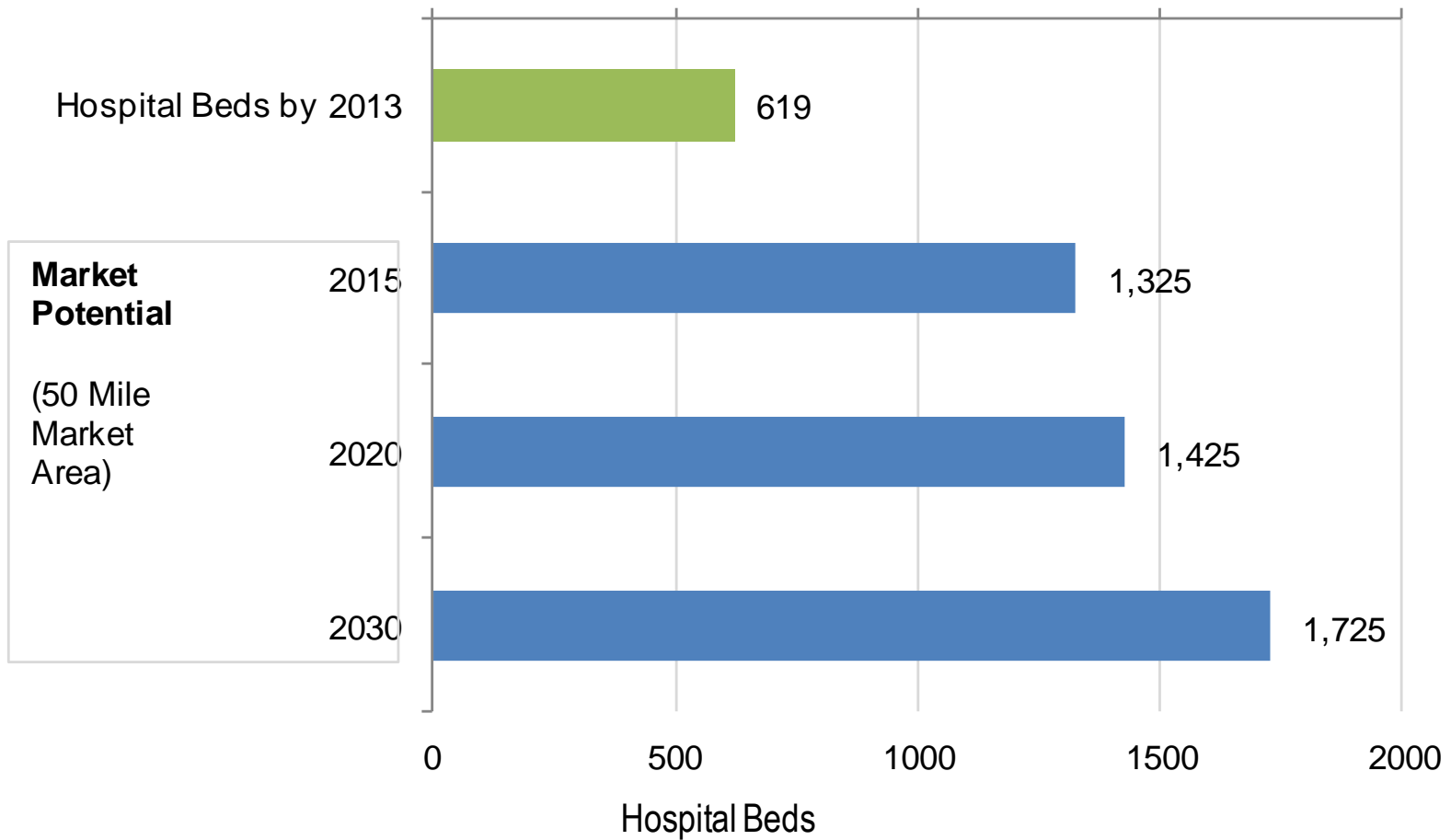
Market Analysis



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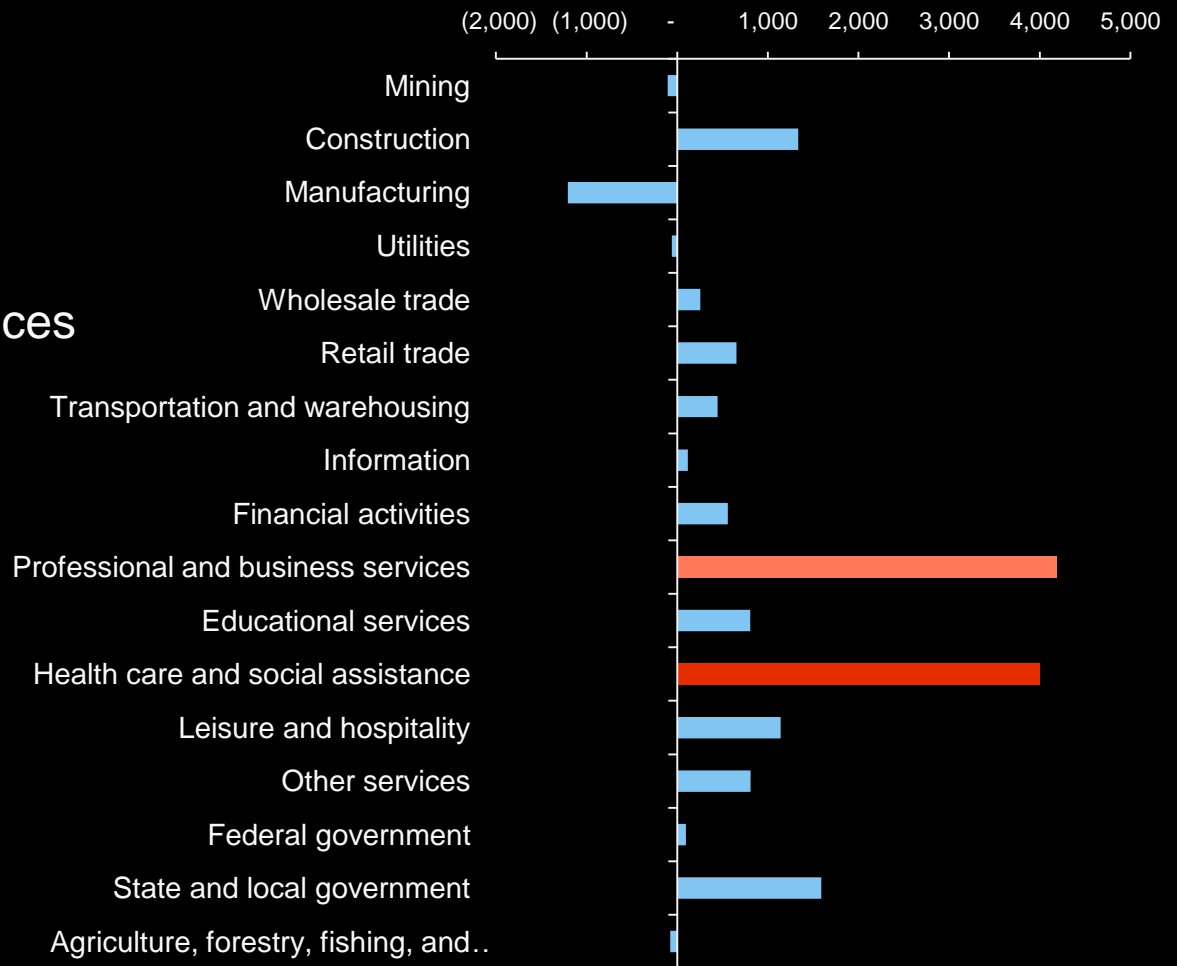
Population Growth Means More Hospital Beds



Healthcare Means Jobs

- America's 21st Century jobs:
 - Health Care
 - Biosciences
 - Professional Services
- High growth, high wages

Employment Growth by Industry Sector, 2008 - 2018



(All figures in thousands of jobs.) Source: Bureau of Labor Services

District Theme and Character

Exceptional Medical Care



A Special Place and Destination



Holistic Wellness



Housing Options For Seniors, Medical Professionals, and Families



Healthcare Means Jobs

- Medical District Goals
 - \$1 Billion+ in development value
 - 4.6 million+ net new square feet



Implementation Strategies



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Implementation Principles

1. Make a Great Plan
2. Many, Many Projects
3. Many, Many Stakeholders
4. Committed, Ongoing Leadership
5. A Good Organization
6. Development Standards
7. Communications and Marketing
8. Supportive Government
9. Ongoing Review



Organization

“Run the District Like a Business”

- An ongoing business, not a one time plan or project
- The District is the convening organization
- Must be staffed, funded, marketed, planned, maintained as a business
- Staff for success



Organization

Business Improvement District (BID)

- Used for urban (downtown) districts
Dallas, Houston, 40+ states
- Public and private members
- Roles:
 - Management, decision making
 - Funding
 - Marketing, advertising
 - Transportation
 - Safety, security
 - Events



Organization

- The BID (City, hospitals, etc) implements the plan moves the ball down field



Public Private Partnerships / Real Estate Development



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Why Public Private Partnerships?

- Enhance feasibility – projects that otherwise wouldn't happen
- Accelerate investment timeline
- Provide greater public benefits
- Achieve significant policy goals
- Improve quality, scale, or location
- Overcome barriers



Partnerships and Real Estate

- Work with property owners and developers
- Priorities
 - Healthcare – Help existing providers to thrive and expand
 - Housing
 - Senior housing first
 - Success starts with rooftops
 - Models: Plum Creek, Kyle, Austin
 - Hotel / conference space
 - Village Center



Implementation Philosophy

District Wide Mantra

- Sales:
As many as possible,
as fast as possible
- Serve multiple
markets (senior,
young families)
simultaneously



Development: How the Public Sector Helps

- Expedited permitting
- Master planning
- Regulatory assistance
- Land assembly
- Joint marketing
- Investment in infrastructure
 - Streets
 - Sidewalks
 - Parks
 - Parking



Developers Seek from the Public Sector

- Strong Political Will
 - Stable City Council/Planning Commission
 - Community Support
 - Community and Business Alignment
 - Favorable (or at least neutral) media
- Public Financial Means
 - Urban Renewal
 - Bonding Capacity
 - Land Control
 - Other Needed Incentives and Mechanisms

Successful PPPs

Require a holistic and balanced approach.



Implementation Case Studies

Capital Structure

- \$1 public investment leverages \$4 to \$5 private investment

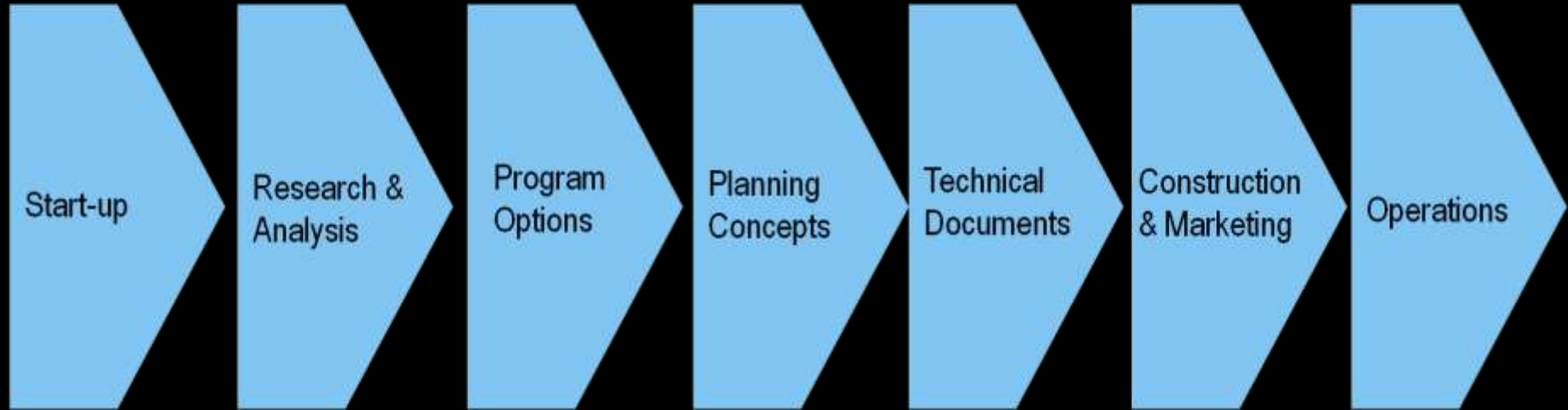


Implementation Case Studies

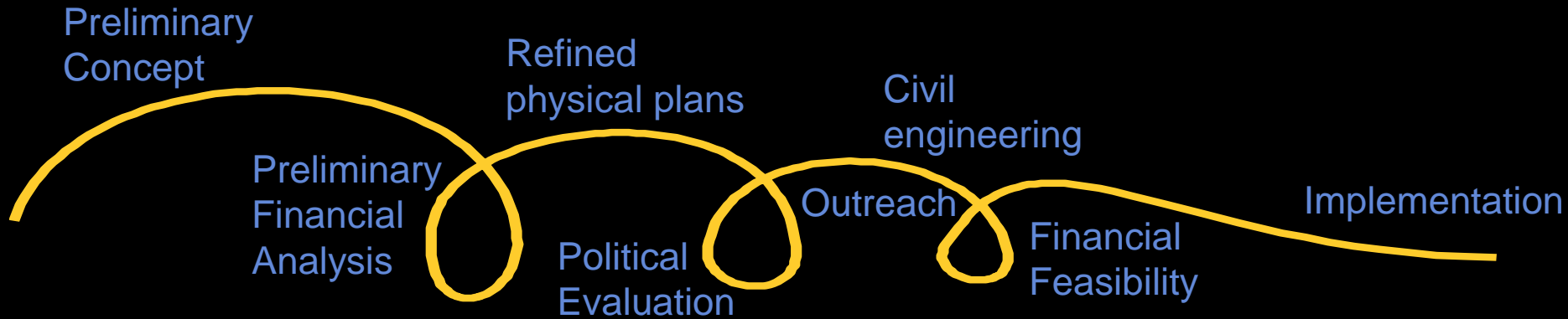
- RiverPlace
 - 10 acres, downtown, riverfront, mixed-use development, Portland, OR
- Tualatin Commons
 - 20 acres, new city center, mixed-use, urban lake, Tualatin, OR
- Tanasbourne
 - 800 acres, mixed-use, phased development, Hillsboro, OR
- Otay Mesa
 - 10,000 acres, regional employment and new town centers, San Diego, CA



Development Process: In Theory - Linear



The Development Process: In Realty - Iterative



Stay focused and patient!

Implementation/Funding Toolkit



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Implementation Tools and Policies

Implementation/Funding Priority Actions

- Capital Improvement Plan
- Tax Increment Financing
- Business Improvement District
- Public Improvement District
- Public Private Partnerships for development
- Grants and loans: State, Federal, Regional agencies
- Private and philanthropic funding
- Others

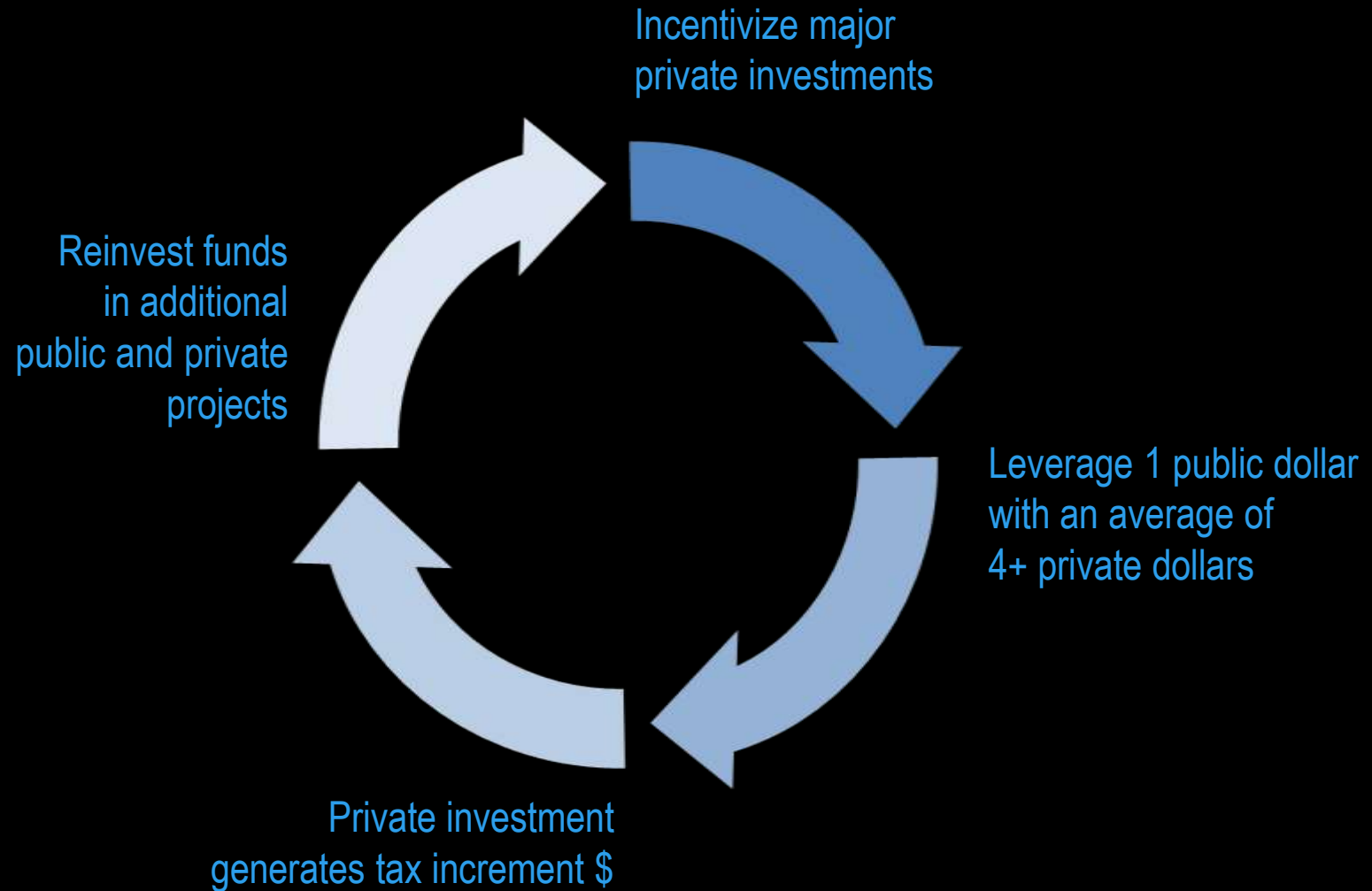


Capital Improvement Plan

- First stop for local infrastructure funding
- Local CIP funds help secure regional, state funds
- Rock Prairie Road
- Other key road, intersection, and infrastructure improvements



Tax Increment Financing



Tax Increment Financing

- Increased property investment within the district funds needed improvement in the district
- Virtuous cycle of public and private investment
- Used in
 - Houston, Dallas, San Antonio, 20+ other Texas cities
 - Urban development districts nationwide
- Requires careful planning



Business Improvement District

- Self assessment by district hospitals, businesses, and non-profits
- Enables “Run the District As a Business” philosophy
- Creates management organization and funding:
 - Marketing, maintenance, transit, security, events, etc.
 - Staff
- Used in
 - Dallas, Houston
 - 40+ states nationwide
 - 100s of urban districts



Public Improvement District

- Self assessment
- Funds capital improvements (BID funds operations)
 - Key streetscapes, intersections, etc.
- Matching funds for TIF, CIP, other public funds
- Enables
 - Long-term financing of capital
 - Low interest rates



Funding: Other

- Grants and loans:
State, Federal, Regional
agencies
- Private and philanthropic
funding



Q&A



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